

Why Are Black Employees Leaving? Reducing Black Employees Attrition

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Abstract

Organizational socialization allows new hires to learn about the organization, gain knowledge on job expectations and how to navigate career opportunities. Organizations typically use the same socialization process for all employees regardless of their racial background. Black employees have a high attrition rate especially within the first two years of hire which falls within the socialization period of most new hires. The purpose of this study is to understand the socialization tactics that lead to increased retention of newly hired black employees through the lens of critical race theory (CRT). Using rapid evidence assessment, this study synthesized 17 high quality, peer reviewed articles published after 1970 that were written in English. The studies focused on socialization experience of newly hired Black employees. The findings provided evidence that incorporating DEI transparency and investiture into the socialization process increased the retention of black employees. This study underscored the limitation of a one size fits all approach to socialization. Increased retention of black employees will lead to increased productivity, creativity, profitability, innovation, and competitiveness of the organization.

Keywords

Attrition, Authenticity, Investiture, Retention, Socialization

1. Introduction

Many black professionals feel undervalued in the workplace. According to Roeppe (2021), black employees often face racial prejudice, microaggressions, and other inequities in the workplace, often without management support. García et al. (2021), further add that black employees experience systemic and inter-personal challenges in the workplace that is often misunderstood by their managers,

causing them to feel excluded from the organization. Undervalued Black employees become disengaged with low productivity. Unengaged black professionals are more likely to quit their jobs within the first two years of hire (Asare, 2019). Attrition and disengagement of black employees significantly impact an organization's performance and climate (White et al., 2022). The organizational socialization process has a major influence over employees' perception and experience in the organization. Rogers (2020) notes that the socialization process allows employees to learn the expectations of their role, develop relationships with their team, and learn how to navigate the new organization. To fully understand the high attrition rate of black employees at the early stages of their career, it is important to understand how their socialization experience influences their quit decision.

The structure of this paper includes a literature review of the management problem, a literature review of the theoretical lens through which the management problem will be explored, a section, analysis of the results, a detailed discussion on the findings, and finally recommendations for practitioners are based on the findings. The researcher also suggested areas for future research to further deepen the knowledge of the management problem.

This research is important, because it helps organizations assess the effectiveness of their socialization strategy on black employees. Organizations can use the results of this study to develop socialization strategies that will lead to increased retention of black employees. By increasing the retention of black employees, organization will save on recruitment costs and the overall productivity of the organization will increase.

2. Literature Review

2.1. Newly Hired Black Employee Experience

Employee experience in the workplace is critical to their quit or stay decision. According to Pandey (2020), 33% of Black employees feel undervalued at work and more than one third leave their organization within two years of hire. Though most organizations have policies and procedures aimed at creating fairness and equity among employees, Buttner and Lowe (2015) note that there continues to be a gap between the black employee experience and organizational policies and procedures. The desire by organizations to create an engaging environment has not favored black employees given their high attrition rate.

Newly hired employees who feel welcomed, supported, and prepared are more engaged, more productive, and more likely to stay with the company. According to Jeske and Olson (2021) organizational socialization refers to the process by which new employees acquire the knowledge, skills, attitudes, values, and behaviors necessary to be effective members of an organization. Allen (2006) notes that poor socialization of new employees is one of the major drivers of new employee attrition. New employees' socialization experiences can be influenced by several factors including cultural differences, language barriers, social status, and

prior life experiences. Additionally, for Black employees, the process of organizational socialization can be impacted by factors such as racial bias, microaggressions, discrimination, and cultural differences. Negative socialization experiences can lead to feelings of isolation and exclusion, which can negatively impact job satisfaction and retention of Black employees (Rogers, 2020). Most organizations have a generic socialization process which does little to address the unique experiences of black employees (Jeske & Olson, 2021). Given that a positive socialization experience reduces turnover (DeBode et al., 2017), it is important for organizations to recognize and address these challenges to ensure that Black employees feel valued and included, thereby reducing turnover.

A high turnover rate is detrimental to an organization as it leads to loss of knowledge, talent, low morale, decreased productivity, and increased cost among other factors. In his research, Loutfi (2020) noted that unengaged black employees and black employee turnover cost U.S. companies \$450 billion to \$550 billion per year. Given the impact of unengagement and high attrition rate of black employees within two years of hire, research is needed to understand the organizational socialization tactics that can increase the high retention rate of black employees.

2.2. Problem Statement

The attrition rate of Black professionals within the first two years of hire is high. According to Pandey (2020), if the troubling trend is not reduced, organizations will continue to lose talent, knowledge, and productivity at an estimated cost of billions of dollars per year. Organizational socialization experience has a direct impact on employees' decision to stay or leave and organization. There is a need to understand the organizational socialization tactics that lead to increased retention rate of black employees.

2.3. Significance of Study

This study is significant because it will help organizations understand how to create a socialization experience that increases the retention that black employees which will result in talent retention, better employee experience, increased productivity, and profitability.

2.4. Research Question

The research question was developed from the CIMO framework. The four elements of the CIMO framework are context, intervention, mechanism, and outcomes (Friesike et al., 2019). The CIMO framework was applied in this research because it provides a structure where interventions can be applied to organizational contexts, through determined mechanisms to arrive at specific outcomes (Costa et al., 2018). Research questions designed with CIMO logic show how in specific situations (context), certain mediations or actions (interventions) can generate effects (mechanism) that lead to specific outcomes. The research ques-

tion guiding this study is: *What socialization tactics can organizations adopt to increase the retention of newly hired black employees?* **Table 1** demonstrates the CIMO framework from which the research question was developed.

2.5. Theoretical Framework

The theory that will be used in this research is critical race theory (CRT) because CRT seeks to understand how social concepts and phenomena in the U.S are shaped and imbedded by race and ethnicity. CRT was developed in the 1970s by Derrick Bell and Alan David Freeman as a way of explaining how the legal system preserved, normalized, and perpetuated racism and racist ideology under the auspices of laws that appeared equitable and fair (Crenshaw, 2010; Delgado et al., 2017). CRT proposes that social, economic, political, and legal institutions systemically use latent racism to maintain social order (Bohonos, 2020). Today, CRT has evolved from its legal origins to offer a lens through which the real experiences of minorities in all aspects of their existence can be understood. The five components of CRT are: “1) the notion that racism is ordinary and not aberrational; 2) the idea of an interest convergence; 3) the social construction of race; 4) the idea of storytelling and counter-storytelling; and 5) the notion that whites have actually been recipients of civil rights legislation” (Hartlep, 2009: p. 6). The primary components of CRT will be an effective lens in understanding the experiences that lead to the high attrition rate of black employees within the first two years of hire or work under stressful conditions.

The first tenet of CRT states that racism is ordinary and a normal way for society to function. This suggests that racism is difficult to tackle and is irrepressible (Lantz, 2021). The concept of racism being *normal* promotes the idea of color blindness, which assumes that same rule for everyone is a solution for racism (Delgado et al., 2017). Lander and Santoro (2017) assert that normalizing of ‘every day’ racism aids in the imbedding of systemic racism in policies and procedures. While having same rules for all helps eliminate explicit racism, it does nothing for implicit racism. It is important to note that discrimination in today’s workplace is mostly implicit and difficult to prove (Bartlett, 2008). King et al. (2022) note that black employees face more microaggressions than any other ethnic group which creates a barrier to performance especially at the early stages

Table 1. CIMO model of the research question.

<i>CIMO Elements</i>	<i>CIMO Criteria</i>	<i>Research Elements</i>
Context	Who? What?	Organizational
Intervention	Which event, action or activity is being investigated?	Socialization
Mechanisms	In which circumstances are the effects of the event or action avoided?	Attrition
Outcome	What are you trying to accomplish/improve/change?	Disengagement

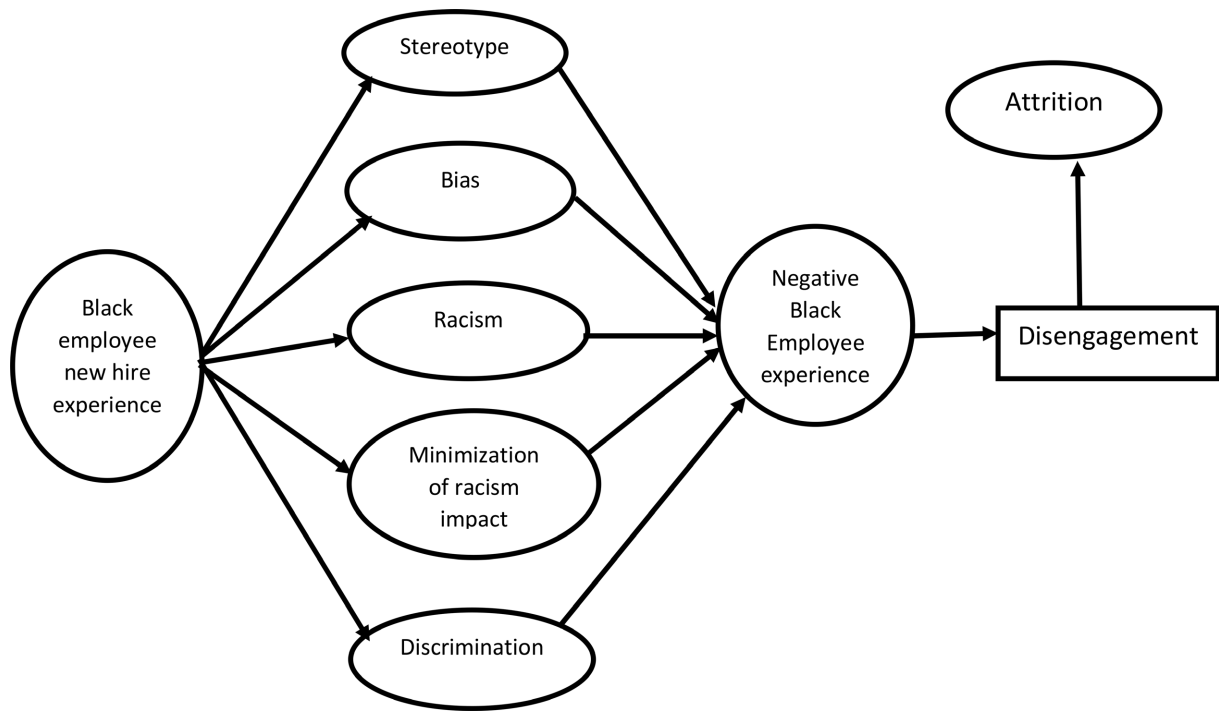
of employment. Deery et al. (2011) further add that lack of consequences and normalization of discriminatory practices increase the quit intention of black employees by 11%.

Presumably, fair policies do not always lead to fair impact. The CRT tenet on interest convergence centers on the premise that the majority (Whites or Caucasians in the case of U.S) support racial justice only when it favors them (Delgado et al., 2017). Caucasians make up 70.8% of mid-management positions, while Blacks hold 7.6% of mid-management positions therefore black employees will mostly work under Caucasian managers (U.S. Bureau of Labor Statistics, 2023: BLS Reports). Interest convergence is evident in that while most organizations' reputations are enhanced by their vocal support for diversity, equity, and inclusion (DEI) initiatives, managers may engage in unchecked microaggressions, racism and invalidations of Black employees in the workplace. Brenan and Dupree (2022) state that despite efforts made with DEI initiatives in most organizations, Black employees are still far more likely to be treated unfairly when compared to other racial groups in the workplace. Resulting impact is elevated stress levels which increases attrition rate of black employees.

Clustering and labelling people with the same physical attributes and certain characteristics to their detriment is the basis of the third tenet of CRT. The third tenet of CRT focuses on the social construct of race. Delgado et al. (2017) assert the idea of race has no biological merit but was socially constructed as a way of justifying the oppression of the minority. Black employees are often subjected to stereotypes in the workplace by their managers which negatively impact their work experience (Wilson & Maume, 2014). Stereotypes associated with black employees include aggressive, angry, dangerous, unintelligent, and slow. These stereotypes not only demoralize black employees, but lead to disengagement, and attrition.

The fourth tenet of CRT speaks to the power of storytelling by those directly impacted. Delgado et al. (2017) note that minorities are most competent to speak on racism because of their unique experience with racism and by so doing, educate the ignorant. Hartlep (2009) further states that when minorities experience disparate impact on policies that appear neutral on the surface, storytelling becomes a weapon for righting the inequity as silence implies acceptance. Chugh (2004) adds that managers may create or enforce culturally insensitive policies and trivialize or ignore concerns of black employees to their experiential detriment. Inability to voice inequities, or the trivializing of inequities when voiced, creates a stressful environment for black employees and might lead to attrition. Lastly, the fifth tenet of CRT claims that laws intended to benefit minorities have been more beneficial to Whites (Delgado et al., 2017). The high attrition rate of black employees reduces the black talent pool available for promotion. Stereotyping, prejudice, and discrimination are factors that negatively impact the retention of black employees (Palmer & Johnson-Bailey, 2005). Though equal employment opportunity laws are intended to level the playing field for all employees, organizations have not always created an environment that lived up to

the expectations of the law (Chugh, 2004). Negative experiences at the early stages of hire contribute to the high disengagement and attrition of black employees. **Figure 1** shows the theoretical framework of CRT that describes their experience in the workplace.



Note: Adapted from “Critical Race Theory—Theoretical Models for Teaching and Research,” by Egbert & Roe, 2020 *Journal of Cleaner Production*, 244, p. 2. Copyright 2020 by <https://opentext.wsu.edu/theoreticalmodelsforteachingandresearch/chapter/critical-race-theory/> in the public domain.

Figure 1. Theoretical framework of CRT theory of black employees work experience.

3. Methodology

The methodology will be based on an evidence-based research approach. **Obinson et al. (2022)** define evidence-based research as a method of critically and systematically analyzing high quality research in a transparent way to gather evidence to inform a new problem or decision. The evidence gathered from evidence-based research is utilized in evidence-based management. **Rousseau (2020)** defines evidence-based management as a systematic approach to decision making that is informed by the best available, well researched evidence. The best available evidence is gathered through a comprehensive and systemic analysis of all relevant studies of a specific topic, a process defined as a systematic review (**Monroe et al., 2019**). Systematic reviews involve a resource intensive and rigorous process that often takes several months or years to complete (**Monroe et al., 2019**). When decision makers need to make quick urgent decisions, the systematic review process may pose a barrier given the length of time required to gather evidence for decision making. The rapid evidence assessment (REA) is a

type of systematic review designed to provide a timely and comprehensive summary of a specific topic.

The REA is a balanced and rigorous high-quality assessment of literature using systematic methodology to form evidence-based synthesis on a particular problem or intervention in an abbreviated time frame when compared to systematic reviews (Barends et al., 2017). The research method of this study will be based on REA. REA is appropriate for this research because in the limited amount of time given for this research, REA provides an accelerated, resource-efficient, and rigorous process of synthesizing knowledge on the socialization tactics organizations can adopt to increase the retention of newly hired black employees in a time efficient manner.

3.1. Search Strategy and Inclusion/Exclusion Criteria

This research was conducted using multiple databases and the snowball method. Snowball sampling method is a process of finding other sources of data using information in a primary data source (Baltar & Brunet, 2012). The databases searched were University of Maryland Global Campus Onesearch database aggregator and ABI/Inform Collection (which includes ABI/INFORM Dateline, ABI/INFORM Global, and ABI/INFORM Trade & Industry). University of Maryland Global Campus OneSearch and ABI/INFORM were chosen because the databases house management related research. Inclusion and exclusion criteria were set as confounders to determine the limit of synthesis. Barends et al. (2017) note that exclusion and inclusion criteria ensure the process of data selection is transparent, consistent, and replicable by determining what factors are included and what are excluded. The researcher included full text and peer reviewed articles from academic journals published in English from 1970 to 2023. The year 1970 was chosen as a threshold because the theory used in this study, CRT, originated in the 70's (Delgado et al., 2017). Table 2 shows detailed search strings, inclusion, and exclusion criteria).

3.2. Study Selection

It is important to be transparent in the research process to make replicability possible. In this research, the flow of article selection will be represented using the preferred reporting items for systematic reviews and meta-analyses (PRISMA) tool. PRISMA flow diagram allows researchers to represent the complexity of the article source and selection transparently in a detailed way that makes replicability possible (Rethlefsen & Page, 2021). The process of article selection which resulted in the review of 17 articles for this study is represented in a PRISMA diagram in Figure 2.

3.3. Critical Appraisal

The quality appraisal tool that was utilized in this study is TAPUPASM, an

Table 2. Data search string.

Database Search Strings and Results				
Database	String	Inclusion/Exclusion Criteria	Initial Results	Final Results
One Search	“Organizational socialization” AND divers* or minorit* AND socializ* or onboarding or “employee orientation” AND workplace or organization or organisation or company or “work environment” AND “new hire*” or “new employee*” AND divers* or minorit*	Inclusion: <ul style="list-style-type: none"> • Full text, • Peer reviewed, • Academic journal, • Published from 1970 to 2023 Exclusion: <ul style="list-style-type: none"> • English • Not management related • Not in English language • Magazines • Trade journals • Conference papers • Systemic reviews • Dissertation • Duplicates • Articles published before 1970 	3037	444
ABI/Inform collection	organizational socialization AND minority or diverse employee		948	45

acronym for transparency, accuracy, purposivity, utility, propriety, accessibility, specificity, and modified objectivism (Long, 2005). TAPUPASM is an appraisal tool that focuses on practical rather than philosophical perspectives and can be used to critically appraise documents in different fields (Ryan & Ruty, 2019). TAPUPASM is appropriate for this research because it provides a practical framework for rigorous analysis of the quality of articles reviewed in this paper.

Assessing the quality of evidence is important in research. Briner et al. (2009) note that evidence used in research must be valid, reliable, and relevant to the research question. Transparency in weighing evidence is important (Weed, 2005). One of the challenges of weighing the strength of evidence in research is the lack of set standards (Boeije et al., 2011), leaving researchers to make their own decision on how evidence will be weighed (Gough, 2007). For this research, the articles were rated from one to four, one being the lowest quality and four being the highest quality. The TAPUPASM appraisal method was used to perform quality appraisal of the remaining 27 articles and the top 17 articles were selected for this study. Articles with a cumulative score of 8 - 17 were rated as low-quality articles, 18 - 28 medium quality articles, and 29 - 32 high quality. The threshold was set to ensure only articles of high quality were selected in this study. To minimize bias, the articles that were not selected were reviewed again to ensure no relevant information was missing. Only high-quality articles were coded and synthesized for this research. The 17 articles are shown in Table 3.

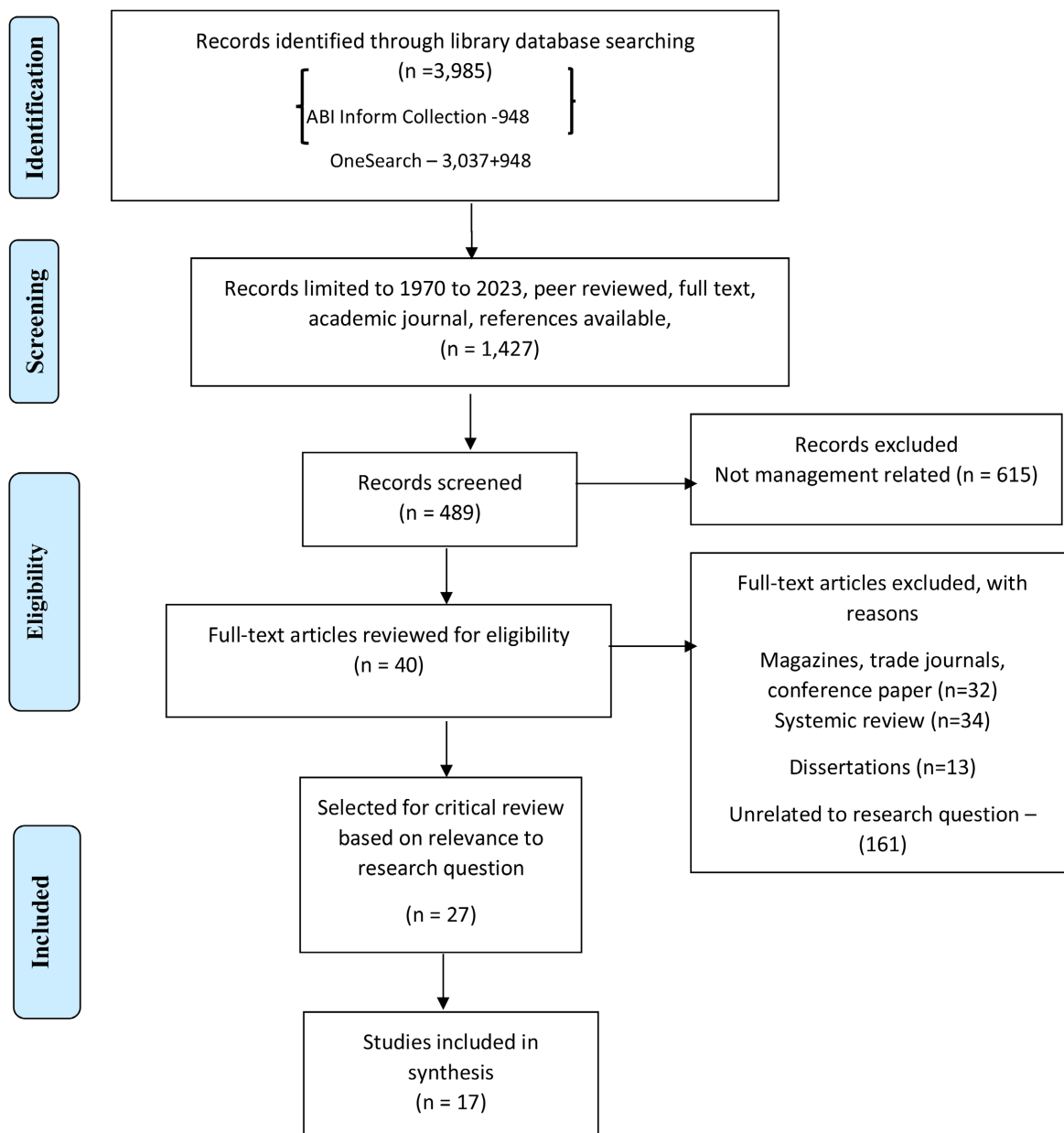


Figure 2. PRISMA diagram.

3.4. Coding

ATLAS.ti.23 was used to code the data. ATLAS.ti.23 is a software used to code and analyze research articles (Ronzani et al., 2020). Codes are symbolic words or labels that are used to summarize a chunk of data (Nishant & Ravishankar, 2020). A-priori codes allowed the researcher to use pre-developed codes to review the data (Saldaña, 2015). Codes from the first cycle were grouped into categories (second cycle), and categories into themes. Analytic memoing was used to capture the researcher's reflections as data was analyzed. Figure 3 shows the codes, themes, and categories used in the study.

Table 3. 17 Articles used in the study.

Article	Author	Journal
Change in newcomers' supervisor support and socialization outcomes after organizational entry	Markku Jokisaari and Jari-erik Nurmi	Academy of Management Journal
The influence of colorblind and race-acknowledged organizational socialization messages during offer consideration	Jasmine T. Austin and Ryan S. Bisel	International Journal of Business Communication
Personal and organizational diversity factors' impact on social workers' job satisfaction: Results from a national internet-based survey	Shauna p. Acquavita, Joan Pittman, Maya Gibbons, and Karen Castellanos-Brown	Administration in Social Work
Socialization preferences and intentions: Does one size fit all?	Jamie A. Gruman, Alan M. Saks	Journal of Vocational Behavior
Preferential mistreatment: How victim status moderates the relationship between organizational citizenship behavior and workplace victimization	Karl Aquino and William H. Bommer	Organization Science
When thriving requires effortful surviving: Delineating manifestations and resource expenditure outcomes of microaggressions for black employee	Danielle D. King, Elisa S. M. Fattoracci, David W. Hollingsworth, Elliot Stahr, and Melinda Nelson	Journal of Applied Psychology
Specific onboarding practices for the socialization of new employees	Howard J. Klein, Beth Polin, and Kyra Leigh Sutton	International Journal of Selection and Assessment
Socialization tactics of new retail employees: A pathway to organizational commitment	Chuanyi Tang, Yongmei Liu, Hyunjoo Oh, Barton Weitz	Journal of Retailing
The long walk together: The role of institutionalized socialization in shaping newcomers' future expectations about their networks	Jane Yan Jiang, Blake E. Ashforth, Jia Li	Journal of Vocational Behavior
Breaking them in or eliciting their best? Reframing socialization around newcomers' authentic self-expression	Cable, D. M., Gino, F., & Staats, B. R.	Administrative Science Quarterly
Striving for self-verification during organizational entry	Daniel M. Cable	Academy of Management Journal
Newcomer adaptation in teams: Multilevel antecedents and outcomes	Gilad Chen	Academy of Management Journal
Do organizational socialization tactics influence newcomer embeddedness and turnover?	David G. Allen	Journal of Management
Breach of belongingness: Newcomer relationship conflict, information, and task-related outcomes during organizational socialization	Yali Tan, & Xianjun Shen	Journal of Applied Psychology
Socialization Content and Adjustment Outcome: A Longitudinal Study of Chinese Employees Beginning Their Career	Yali Tan, & Xianjun Shen	Social Behavior & Personality: An International Journal
Socialization tactics, proactive behavior, and newcomer learning: Integrating socialization models	Blake E. Ashforth, David M. Sluss, Alan M. Saks	Journal of Vocational Behavior
Comparing job orientations of Black and White college graduates in business	Tomkiewicz, J., Johnson, M., & Brenner, O. C.	Journal of social behavior and personality

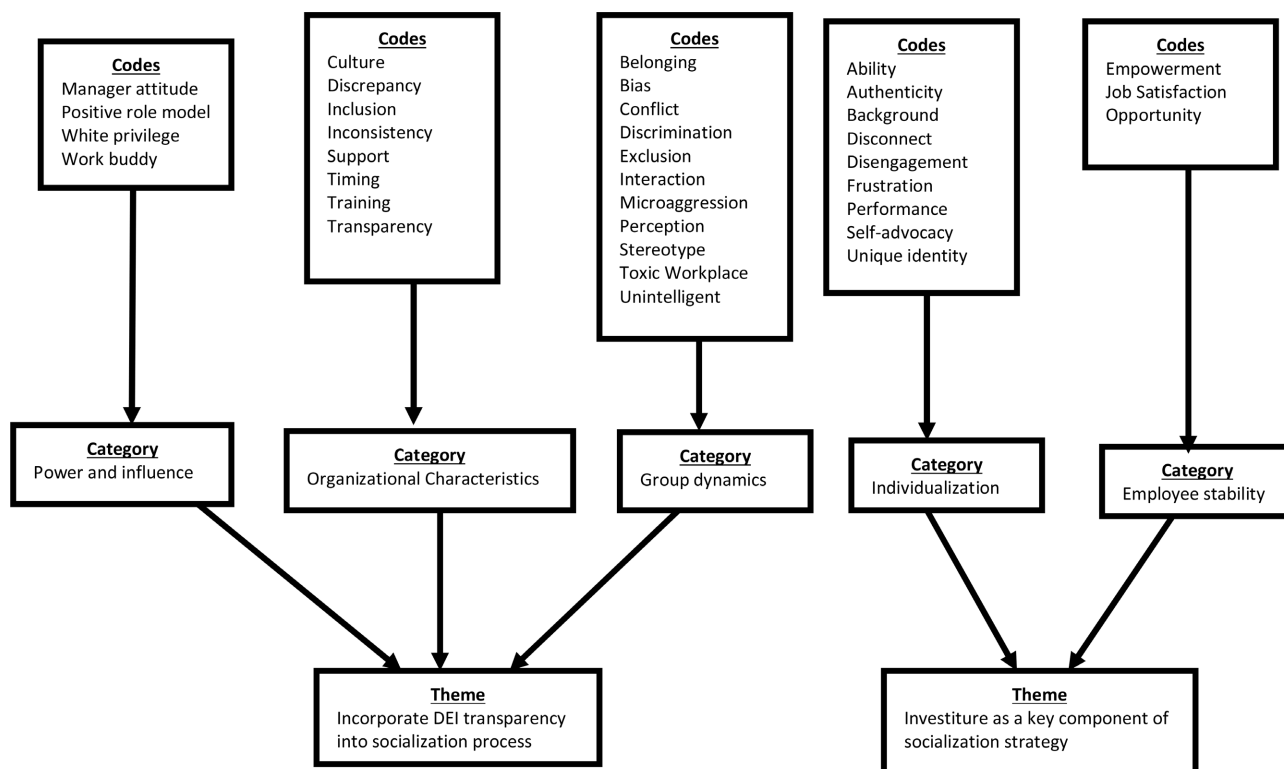


Figure 3. Codes, categories, and themes.

The researcher's judgement throughout the coding process was based on the lens of CRT framework and the research question. Two themes emerged from the coding process: incorporate DEI transparency into the socialization process and investiture as a key component of socialization strategy. These themes formed the findings of the research which are addressed in detail below.

4. Findings

Davidson and Delbridge (2012) note that the findings section of a research paper summarizes the outcome of data analysis while pointing out relationships and trends that answer the research question through the lens of the theoretical framework. Cooper (2015) further notes that findings should also include any discoveries and insights revealed by data analysis, even if they challenge the hypothesis as they form the basis for knowledge generation, decision making, policy formulation, and future research. The findings of this study were based on information gleaned from coding the 17 high quality articles selected through the quality appraisal process. The articles contributing to each theme can be found in Table 4.

4.1. Finding 1: Incorporate DEI Transparency into Socialization Process

The goal of implementing DEI strategy is to create equitable workplaces where

Table 4. Articles contributing to each theme.

Articles	DEI transparency	Investiture
Change in newcomers' supervisor support and socialization outcomes after organizational entry (Jokisaari & Nurmi, 2009)	x	x
The influence of colorblind and race-acknowledged organizational socialization messages during offer consideration (Austin & Bisel, 2022)	x	x
Personal and organizational diversity factors' impact on social workers' job satisfaction: Results from a national internet-based survey (Acquavita et al., 2009)	x	x
Socialization preferences and intentions: Does one size fit all? (Gruman & Saks, 2011)	x	x
Preferential mistreatment: How victim status moderates the relationship between organizational citizenship behavior and workplace victimization (Aquino & Bommer, 2003)	x	x
When thriving requires effortful surviving: Delineating manifestations and resource expenditure outcomes of microaggressions for black employee (King et al., 2022)	x	x
Specific onboarding practices for the socialization of new employees (Klein et al., 2015)	x	x
Socialization tactics of new retail employees: A pathway to organizational commitment (Tang et al., 2014)	x	x
The long walk together: The role of institutionalized socialization in shaping newcomers' future expectations about their networks (Jiang et al., 2022)	x	
Breaking them in or eliciting their best? Reframing socialization around newcomers' authentic self-expression (Cable et al., 2013)	x	x
Striving for self-verification during organizational entry (Cable & Kay, 2012)	x	x
Newcomer adaptation in teams: Multilevel antecedents and outcomes (Chen, 2005)	x	x
Do organizational socialization tactics influence newcomer embeddedness and turnover? (Allen, 2006)	x	x
Breach of belongingness: Newcomer relationship conflict, information, and task-related outcomes during organizational socialization (Nifadkar & Bauer, 2016)	x	
Socialization Content and Adjustment Outcome: A Longitudinal Study of Chinese Employees Beginning Their Career (Tan & Shen, 2016)	x	x
Socialization tactics, proactive behavior, and newcomer learning: Integrating socialization models (Ashforth et al., 2007)	x	x
Comparing job orientations of Black and White college graduates in business (Tomkiewicz et al., 1997)	x	x

differences are celebrated, and everyone feels included. Tomkiewicz et al. (1997) found that even though newly hired black employees have high career ambitions, most enter the workforce believing they will not be treated fairly at work despite the presence of DEI programs in the organizations. While organizational DEI programs are incorporated in most socialization processes, most organizations present only the perceived positive side of the program and avoid providing information on DEI challenges and failures (Cable et al., 2013; King et al., 2022; Tomkiewicz et al., 1997). There are often discrepancies between the DEI

initiatives organizations claim to practice and what black employees experience (Jiang et al., 2022; Nifadkar & Bauer, 2016). The poor experiences of black employees when not addressed eventually leads to frustrations, disengagement, and attrition. Incorporating DEI transparency into organizational socialization helps to reduce the ambiguity and anxiety black employees face when starting a new job (Tan & Shen, 2016; Tang et al., 2014). When done right, organizational socialization can lead to increased job satisfaction and retention (Allen, 2006).

To increase retention of black employees, organizational socialization should include a more complete approach to DEI by going beyond the mere signaling of DEI programs to becoming more transparent about DEI data and practices (Aquino & Bommer, 2003; Austin & Bisel, 2022; Chen, 2005; King et al., 2022). DEI transparency involves being open and candid about the accomplishments and challenges of the organization's current DEI strategy and what the organization is doing to strengthen its policies (Aquino & Bommer, 2003; Cable et al., 2013; Klein et al., 2015). DEI transparency can be accomplished by sharing the DEI goals, vision, data, and what the organization is doing to overcome their challenges at the early stages of the socialization process (Aquino & Bommer, 2003; Austin & Bisel, 2022; Chen, 2005; King et al., 2022). DEI transparency also includes the willingness of the organization to be open to feedback and commit to continuous improvement (Gruman & Saks, 2011; Klein et al., 2015). Austin and Bisel (2022) note that at the early stages of the socialization process, providing race related organizational previews (ROPs) to black employees even if the information is unattractive, increases the black employees' attraction to the organization, their perception of the organization's credibility and reduces their intention to quit. Race related organizational previews include information about the cultural layout of the organization, the type of racism black employees typically experience and what the organization is doing to combat racism (Austin & Bisel, 2022).

During the socialization process, it is important for organizations to share their stand on inclusive leadership behaviors, including how they enforce and reinforce inclusive leadership behavior (Acquavita et al., 2009; Aquino & Bommer, 2003; Austin & Bisel, 2022; Chen, 2005; King et al., 2022). Understanding how organizational leadership supports equitable work environments and how leaders are held accountable to the organization's DEI standards decreases black employees' feelings of isolation, eases their anxiety, and leads to increased retention (Ashforth et al., 2007; Cable & Kay, 2012; Jokisaari & Nurmi, 2009).

DEI transparency during socialization process also includes the sharing of acceptable and unacceptable behavior from other coworkers, as such experiences significantly impact the black employee experience throughout and beyond the socialization process (Jiang et al., 2022; Nifadkar & Bauer, 2016; Tomkiewicz et al., 1997). Amongst all the racial groups, black employees are most likely to be discriminated against in the workplace and experience high levels of microaggression due to their culture, lower socio-economic status, negative stereotypes,

and bias held against them (Acquavita et al., 2009; Aquino & Bommer, 2003; King et al., 2022). Emphasizing the organization's commitment to create spaces where the experiences of black employees are validated and addressed increases their feeling of inclusivity as they go through the socialization process and leads to increased retention. In addition, organizations need to be transparent in sharing the measures that are in place to ensure policies, processes, and employees do not work in conflict with their DEI strategy (Nifadkar & Bauer, 2016).

At the early stages of the socialization process, DEI transparency leads to increased trust and credibility towards the organization (Cable et al., 2013; Tomkiewicz et al., 1997). DEI transparency allows black employees to make an informed decision on whether to join the organization or not given the potential experience they might have (Aquino & Bommer, 2003; Jiang et al., 2022; King et al., 2022; Klein et al., 2015). Having learnt what their experiences might be, black employees who chose to join the organization can realistically align their expectations with the potential realities of their expected experience, understand the resources available to address any negative experiences in the workplace, and are more likely to remain with the organization (Austin & Bisel, 2022; Chen, 2005; King et al., 2022). Incorporating DEI transparency into socialization tactics is a powerful demonstration of an organization's strong focus on exposing internal practices that allow inequities to persist and their commitment to changing current inequitable practices while empowering employees to advocate for themselves (Acquavita et al., 2009; Aquino & Bommer, 2003; Austin & Bisel, 2022; Tomkiewicz et al., 1997).

4.2. Finding 2: Investiture as a Key Component of Socialization Strategy

The initial impression black employees have of a workplace determines their level of engagement and retention. The socialization period can be a time of tension for black employees as they struggle between the organizations' need for conformity and the desire to maintain their authenticity (Austin & Bisel, 2022). Black employees struggle with integration into organizational cultures because the organizational cultures are often defined by conformity to policies and practices of the dominant white race which often does not reflect the values and cultures of black people (Austin & Bisel, 2022; Gruman & Saks, 2011; Klein et al., 2015). Thus, fitting into organizational cultures often require black employees to present themselves and interact in ways that do not often reflect their authentic selves to be accepted as a good fit for the organization (Acquavita et al., 2009; King et al., 2022). Investiture socialization process involves the affirmation of the employee's identity and the recognition of the values, skillsets, and professional qualities they employee brings to the organization (Allen, 2006; Ashforth et al., 2007; Nifadkar & Bauer, 2016; Tan & Shen, 2016).

New black employees who feel valued and respected are more likely to stay

with an organization (Cable & Kay, 2012; Jokisaari & Nurmi, 2009). Organizations that create an environment where authenticity is valued and encouraged are more likely to retain their black employees (Cable et al., 2013; Tomkiewicz et al., 1997). Authenticity removes the burden of assuming a new personality so one can cope in their environment (Tan & Shen, 2016). When socialization tactics is aimed at creating an inclusive work environment, new black employees feel more confident in advocating for themselves, are more productive, and more likely to be retained (Tang et al., 2014). Investiture as part of the socialization process leads black employees to believe they can grow their career in the organization because they feel embraced in an atmosphere of respect and fairness (Chen, 2005). Investiture includes providing black employees with information on resources necessary for their assimilation into the organization (Allen, 2006; Chen, 2005). Such resources include information on career counselling, mental wellbeing, relocation assistance, tuition reimbursement, etc. (Cable & Kay, 2012; Tang et al., 2014). Retention rates increase when black employees feel supported and empowered and decrease when black employees feel frustrated, undervalued, and disrespected (King et al., 2022).

4.3. Summary of Findings

Black employee attrition can be reduced by incorporating DEI transparency and investiture into the socialization process. DEI transparency allows organizations to be upfront about the current state of their DEI programs, challenges, and relentless commitment to continuously strive for a more equitable work environment. Incorporating investiture creates an environment where black employees can not only be their authentic selves but feel empowered by the acknowledgment and recognition of the unique skill sets, they bring to the organization. Both findings were significant and highly likely to increase the retention of newly hired black employees.

5. Discussion

Organizations assume that all newly hired employees undergoing the same socialization experience will have similar outcomes regardless of their race. Differences in outcomes are rarely attributed to racism. CRT exposes how a color blind or neutral approach to race related issues can be damaging to those who experience a differential treatment because of their race. Lack of consideration of the impact of racism on the quit decision of black employees often implies that the structures that lead to the high attrition rate of black employees remains unchanged.

The outcome of this REA points to a consistent conclusion that a one size fits all approach to socialization does not address the specific needs of black employees and does little to increase their retention rate (Gruman & Saks, 2011). Expectedly, the black employees' assessment of the level of inclusivity in the organization shapes the extent of their commitment to the organization (Cable et

al., 2013; King et al., 2022). CRT broadens the understanding of the subtle yet compelling experiences that influence the black employee's decision to quit by unraveling the damaging impact of racism, microaggressions, stereotyping, and trivializing of the black employee experience. This study reveals that when organizations are upfront with providing race related organizational previews (ROPs) early in the socialization process, black employees not only became more trusting of the organization, but the retention rate also increased (Austin & Bisel, 2022).

Indeed, it is possible that presenting only favorable DEI information increases the skepticism of black employees and lowers their trust in the organization. Also, the researcher anticipates that DEI transparency might be uncomfortable for most organizations. However, it is important to note that failure to be DEI transparent may create distrust and hinder the organization's efforts to retain black employees. When the black employees' experiences do not align with what the organization claims to be offering, retention decreases (Klein et al., 2015). This study heightens the importance of ensuring newly hired black employees have a clear understanding of the organization's stance on DEI programs so they can set realistic expectations in the workplace.

The findings of this study also highlight the role of investiture in recognizing black employees' authenticity, and the unique skill sets they bring to the organization rather than enforcing conformity to set organizational standards (Cable et al., 2013). This study underscores the limitations of expecting all employees to conform to a set organizational standard especially when the standards are based on the culture and values of the dominant race. The researcher argues that forcing conformity at the expense of authenticity creates anxiety and uncertainty which leads to negative experiences and attrition. Black employees' perception of inclusivity decreases when they cannot be their authentic selves and candidly express themselves (Tomkiewicz et al., 1997).

Furthermore, the socialization period can be a time of tension for black employees when they are forced to assume new identities to conform with organizational standards. Authenticity allows employees to feel safe, accepted, and secure in maintaining their identity and affords employees the ability to candidly express their feelings, thoughts, and opinions. CRT highlights the significance of self-expression in the voice of the victim as a powerful way of learning what is true and dismantling what is not true making it clear that authenticity is not possible when an individual is unable to express themselves. Unaddressed uncertainties lead to frustration, disengagement, and attrition.

The researcher acknowledges there might be some concern that choosing authenticity over conformity could eventually dilute and erode the company culture. The researcher contends that authenticity does not mean employees can do whatever they want, whenever they want, and however they want without aligning with the organization's mission, vision, and goals. On the contrary, organizational culture should promote authenticity, by celebrating employees' identi-

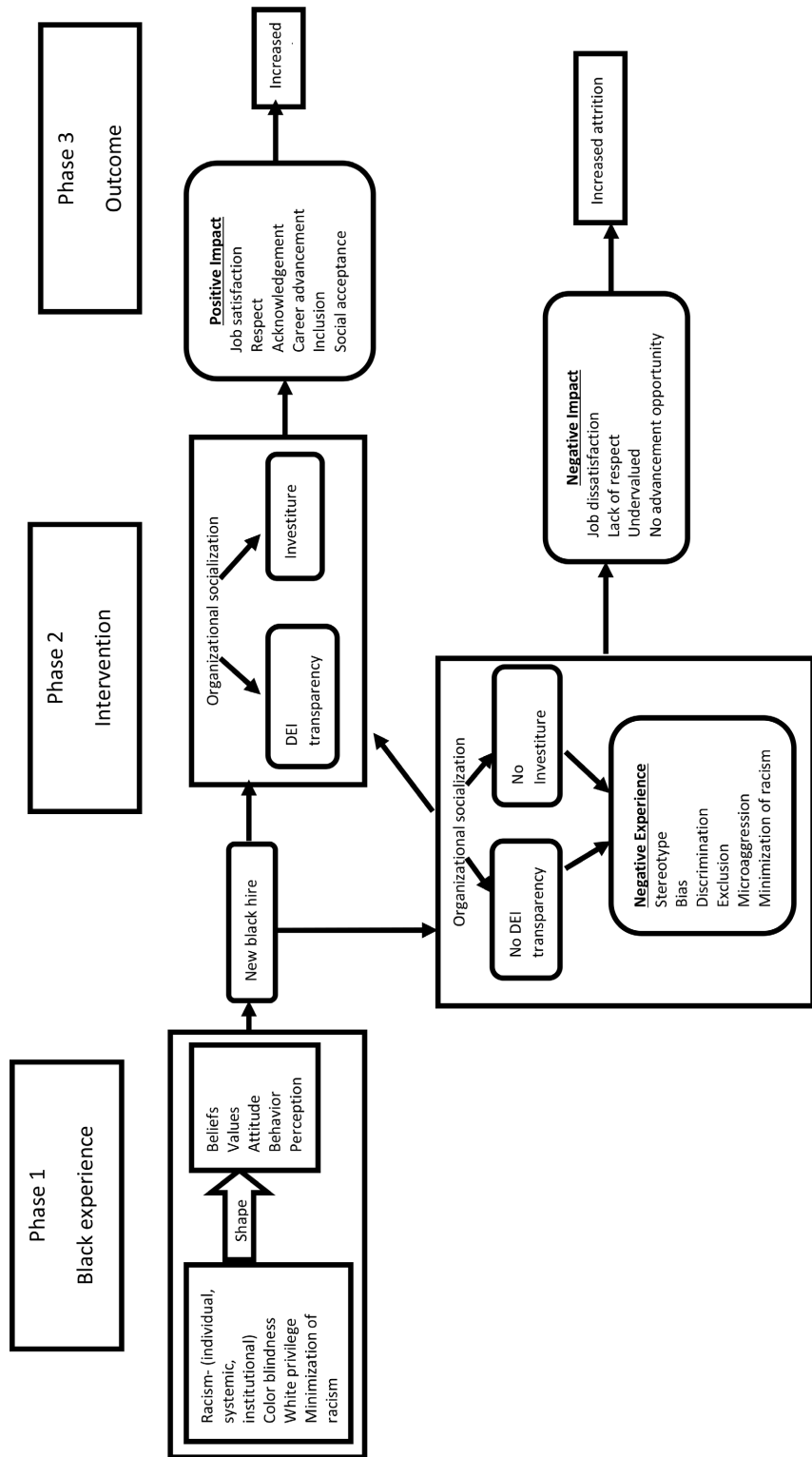
ties, acknowledging their unique skill sets, and allowing diverse thoughts and perspectives to work together to achieve the goals of the organization. Authenticity strengthens rather than erodes company culture by creating inclusive work environments which leads to increased retention of employees. **Figure 4** shows the revised conceptual model which incorporates the findings of this study.

The revised conceptual framework has three phases. The first phase shows the experiences of the black employee that shapes their identity, beliefs, values, and lens through which they experience their environment. CRT highlights the different forms of systemic and structural racism black people experience in every aspect of their lives. Black employees bring their belief system and identity to the organization. Phase two shows that when newly hired black employees undergo socialization without DEI transparency and investiture, they are more susceptible to racism and microaggression leading to a negative experience and attrition. When socialization tactics incorporates DEI transparency and investiture, black employees feel valued, respected, and acknowledged for the unique identify and skill set they bring to the organization. Phase three depicts the outcome of the intervention. A positive experience leads to higher job satisfaction and increased retention while a negative experience leads to job dissatisfaction, frustrations, and increased attrition. Organizations can also remedy a negative experience by introducing organizational socialization with DEI transparency and investiture which transforms the negative experience to a positive one leading to increased retention.

6. Implication for Practice

Organizations need to pay attention to the tactics used during socialization of black employees when the aim is increase in the retention of black employees. A finding of this study states that incorporating DEI transparency into organizational socialization tactics increases the retention of black employees. This finding implies that organizations should be willing to disclose their DEI metrics both favorable and unfavorable as a sign of their commitment to continuously strive for a more equitable environment (Austin & Bisel, 2022). A recommended way of accomplishing this is by providing a comprehensive DEI handbook alongside the offer letter to newly hired employees. The DEI handbook should contain information about the organization's mission, vision, goals, commitments, accomplishments, priorities, workforce representation data by race, gender, and role including the attrition rate of employees by race. A comprehensive DEI handbook is a demonstration of the organization's commitment to creating an inclusive work culture and environment. While the handbook will be provided to all new hires, Black new hires employees will benefit immensely from the information especially when setting expectations with regards to their work experience.

The second finding of this study focuses on incorporating investiture as a socialization tactic as it allows black employees feel valued, respected, and recognized while creating room for authenticity (Nifadkar & Bauer, 2016). The



Note: Adapted from “Critical Race Theory—Theoretical Models for Teaching and Research,” by Egbert & Roe, 2020 *Journal of Cleaner Production*, 244, p. 2. Copyright 2020 <https://opentext.wsu.edu/theoreticalmodelsforteachingandresearch/chapter/critical-race-theory/> in the public domain.

Figure 4. Revised conceptual model.

researcher recommends that organizations create an African American employee resource group (AAERG) and incorporate periodic networking events with the resource group as part of the socialization process. The networking event with the AAERG will allow newly hired black employees to identify and connect with other black employees in the organization for support as they learn how to navigate their way through the organization while providing spaces for authenticity, cultural celebration, and advocacy.

Another recommendation is to conduct periodic direct and anonymous feedback through surveys and in person check-ins during the first two years of hire to assess the black employees experience and how to enhance it. Over time, newly hired employees' experiences evolve as they become more integrated into the organization (Acquavita et al., 2009). Surveys and in-person check-ins allow the organization to keep up and react swiftly to enhance or minimize the negative impact of employee experience as needed. Survey questions should focus on the black employees' experience around inclusion, belonging, and ways the organization can enhance their experience. It is important to share the survey results and follow through on the proposed next steps as it solidifies the organization's commitment to an inclusive workplace.

A final recommendation is to make cultural sensitivity training mandatory because the behavior of coworkers is critical to the experience of newly hired black employees (King et al., 2022). Mandating cultural sensitivity training indicates that the organization takes inclusivity seriously and has no tolerance for discriminatory behavior. Cultural sensitivity training will empower employees with the skills needed to understand and relate to coworkers of a different background.

7. Conclusion

Organizational socialization is an important process through which new hires are integrated into their work environment. Newly hired black employees have a higher rate of retention when the socialization tactics is inclusive, recognizes their unique identity and promotes authenticity. Organizational socialization that incorporates DEI transparency and investiture allows newly hired black employees to feel supported and be their authentic selves which increase their retention rate.

8. Limitations

A potential limitation of this study is that the short period of time given to complete this research may have led to relevant articles being missed which could limit the validity and generalizability of the findings. A limited time frame could also lead to the omission of relevant data which could not only introduce bias in the findings but also result in missing evidence. Only documents written in English were reviewed, so relevant information from studies written in other languages was not included in this study. Due to the limited number of articles

synthesized in this study, other compelling interventions relevant to this research may not have been investigated. The researcher is African American so there is a possibility some personal bias may have impacted the interpretation of data.

9. Recommendations for Future Study

More research is needed to fully comprehend the full scope of organizational socialization tactics that increases the retention of black employees. Though evidence shows that DEI transparency and investiture increases retention rate of black employees, it is possible that both tactics alone may not be sufficient. There might be other contributing factors not considered in this research. Future research should consider how much transparency is necessary to attract black employees without discouraging them to reject employment offers. While transparency is important, the type of information provided may end up signaling that the organization is not conducive for black employees which creates a twofold problem: organizations may end up missing out on opportunities to hire black employees and black employees may miss out on opportunities to build a thriving career in an organization that is making slow but steady steps towards equity and inclusion. Finally, future research should consider conducting a longitudinal study with multiple phases of data collection to allow researchers gain a more robust comprehensive insight over the cause and effect of various organizational socialization tactics to determine a more holistic and effective approach that increases the retention of newly hired black employees.

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Conflicts of Interest

The author declares no conflicts of interest regarding the publication of this paper.

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Appendix A. TAPUPASM Scoring Criteria

Score	Grade	Implication
4	Excellent (E)	Research has a well-developed focus, includes a broad integration of literature, conceptual knowledge, and skills. Descriptions are clear, detailed and show a high-level understanding of concepts and use of a wide array of literature. Insights are supported by academic literature. Ideas and concepts are narrated in a logical pattern. Methodology is appropriate. Data analysis is fully presented and accurate. Findings answer the research question.
3	High (H)	Research focus is clear and substantiated by academic literature. Conceptual knowledge is adequate and explained. Methodology is detailed and accurate. Data analysis is appropriate. Background information demonstrates above average understanding of concepts. Assertions and insights are supported by sufficient academic literature.
2	Moderate (M)	Research demonstrates inadequate understanding concepts and has noticeable focus. Makes use of academic literature but integration is often unclear. The background is mostly clear however presented with limited explanations. Data analysis is missing some key information and results are not fully explained.
1	Low (L)	Research lacks focus. Ideas do not follow a logical pattern and concepts are not explained. The background is unclear, and research question lacks merit. Methodology is not clear, and results are unrelated to research question. Research does not add to existing knowledge concepts are not clear

Appendix B. TAPUPASM Scoring of the 17 Articles Used in the Study

Article	Author	T	A	P	U	P	A	S	M	Total
Change in newcomers' supervisor support and socialization outcomes after organizational entry	Markku Jokisaari and Jari-erik Nurmi	4	3	4	4	4	4	4	4	31
The influence of colorblind and race-acknowledged organizational socialization messages during offer consideration	Jasmine T. Austin and Ryan S. Bisel	4	3	4	4	4	4	4	4	31
Personal and organizational diversity factors' impact on social workers' job satisfaction: Results from a national internet-based survey	Shauna p. Acquavita, Joan Pittman, Maya Gibbons, and Karen Castellanos-Brown	4	3	4	4	4	4	4	4	31
Socialization preferences and intentions: Does one size fit all?	Jamie A. Gruman, Alan M. Saks	4	3	4	4	4	4	4	4	31
Preferential mistreatment: How victim status moderates the relationship between organizational citizenship behavior and workplace victimization	Karl Aquino and William H. Bommer	4	3	4	4	4	4	4	4	31
When thriving requires effortful surviving: Delineating manifestations and resource expenditure outcomes of microaggressions for black employee	Danielle D. King, Elisa S. M. Fattoracci, David W. Hollingsworth, Elliot Stahr, and Melinda Nelson	4	3	4	4	4	4	4	4	31
Specific onboarding practices for the socialization of new employees	Howard J. Klein, Beth Polin, and Kyra Leigh Sutton	4	3	4	4	4	4	3	4	30
Socialization tactics of new retail employees: A pathway to organizational commitment	Chuanyi Tang, Yongmei Liu, Hyunjoo Oh, Barton Weitz	4	2	4	4	4	4	4	4	30
The long walk together: The role of institutionalized socialization in shaping newcomers' future expectations about their networks	Jane Yan Jiang, Blake E. Ashforth, Jia Li	3	3	4	4	4	4	4	4	30

Continued

Breaking them in or eliciting their best? Reframing socialization around newcomers' authentic self-expression	Cable, D. M., Gino, F., & Staats, B. R.	3	3	4	4	4	4	4	4	4	30
Striving for self-verification during organizational entry	Daniel M. Cable	3	3	4	4	4	4	4	4	4	30
Newcomer adaptation in teams: Multilevel antecedents and outcomes	Gilad Chen	4	3	4	4	3	4	4	4	4	30
Do organizational socialization tactics influence newcomer embeddedness and turnover?	David G. Allen	3	3	4	4	4	4	4	4	4	30
Breach of belongingness: Newcomer relationship conflict, information, and task-related outcomes during organizational socialization	Yali Tan, & Xianjun Shen	4	3	4	4	3	4	4	4	4	30
Socialization Content and Adjustment Outcome: A Longitudinal Study of Chinese Employees Beginning Their Career	Yali Tan, & Xianjun Shen	3	3	4	4	3	4	4	4	4	29
Socialization tactics, proactive behavior, and newcomer learning: Integrating socialization models	Blake E. Ashforth, David M. Sluss, Alan M. Saks	4	3	4	4	2	4	4	4	4	29
Comparing job orientations of Black and White college graduates in business	Tomkiewicz, J., Johnson, M., & Brenner, O. C.	3	3	4	4	3	4	4	4	4	29
